

6/10/77

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1. Can we make more effective our personnel recruitment process to insure the availability of the right talent, at the right time, and with the right mix of skills?

The recruiting process is well-designed to respond to managers' specification of recruiting requirements. The problems are reduced as managers move toward complete description of skills and knowledges required and toward specification of recruiting requirements with enough leadtime for recruitment response. We are not aware of criticism of the OP end of the recruitment process.

2. We need a more active counseling and assessment effort to insure departures of misfits before the end of the probation period.

The implementation of the 3 year trial period will offer opportunity for new emphasis on counseling and assessment, including tracking supervisor performance in this aspect of personnel management. However, the major thrust on the supervisor's part should be as early as possible.

3. We need to insure the effective performance of those supervisors entrusted with the responsibility for the training and orientation of the new employee.

A notice recently issued requires that supervisors of new employees be rated on the effectiveness with which they exercise their responsibility for the training and orientation of new

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employees. The Career Services should supervise the observance of this notice.

4. We need to insure the most equitable possible system for the skill-enhancement, promotion and career development of our employees without regard to race or sex. (Is this best done impersonally, by boards or personally by Chiefs?)

The system of boards and panels now evolving in the Agency provides the vehicle for progressive use of multiple-assessment as the basis for career decisions concerning our employees. Such assessment assures that the employee is viewed not only in the context of performance in the present assignment but also evaluated with respect to future assignments of greater responsibility. We note, however, that some employees within some of the Career Services view career development in the Agency as not meeting their expectations. There are areas in which the effort can be strengthened, such as improved forecasting of changes in the skill mix requirements of the Agency, improved availability of data on employee qualifications, improved inter-Directorate efforts in counseling, enhancing the assessment effort in Boards and Panels, the enunciation of Career Service policies with respect to Career Development, and the building of employee confidence in the assignment and counseling processes. The matter merits additional

study and subsequent policy direction from the EAG.

5. How do we enhance career prospects for the minorities, including women? Are we adequately arranging for training and advancement from clerical or blue-collar tasks to professional positions?

Career prospects for women and minorities are improving and APP statistics support this. There is a gradual move upwards on the career ladder. While the supergrade complement of women and minorities may be relatively small, substantial progress has been made during the past two years, in developing the necessary feeder group. Current emphasis on the career development of women and minorities in the GS 12-15 group will provide increased movement for the years ahead. The real test in the future will be in the assignment of women and minorities to positions heretofore reserved exclusively for white males, including service on Boards and Panels. FY 77 APP statistics show that professional women and minorities continue to be hired and promoted at a percentage in excess of other groups. Between FY 74 and FY 76, women with professional status increased by 17 percent, Blacks by 80%. In FY 76, women professionals increased by 111, Blacks by 55, Asians by 33 and Hispanics by 19.

Progression into professional ranks by clericals has been significant, even though greater care has been exercised in selection.

APP statistics show that in FY 76 (15 months) 184 conversions were made. In the same period 196 technical employees moved to professional status.

6. Since all intelligence community components, including CIA, are sharpening their planning for future substantive developments, to what extent can we project needs for personnel skill out 10 years or so? Should not we be alerting our employees now to the skills we foresee as necessary so that they can do a better job of planning their own careers?

Forecasting tools have been developed but cannot be applied effectively until the Agency improves its own five-year programming effort. Basically, the programs drive the skill requirements. Among the tools developed are applications of Markov chain analysis to occupational flows, the development of a labor requirements matrix to apply against the temporal changes in the program elements of the Agency, and elementary modeling and simulation using systems dynamics (DYNAMO). The necessary applications should be studied in conjunction with the efforts of the Comptroller to improve five-year planning.

7. We need to be able to make informed judgments about supervisory potentials before promoting employees to supervisory positions. We must provide paths to very senior grades and positions for employees who are expert in special skills but may have no flair for supervision.

STATINTL The Office of Personnel is supplying inputs, such as a recent survey of managerial attributes, to the Office of Medical Services, which is now undertaking a study designed to assist the identification of managerial talent. Evaluation bodies are undertaking greater responsibility for assessing supervisory potential, and there is experimentation with the use of assessment centers. Management-related training provides some additional opportunity for assessment. At the present time a substantial number  higher graded positions (GS-14 and above) are classified on the basis of substantive skills rather than managerial or supervisory content of the job. These include 4 supergrade positions for Senior Analysts in the DDI.

8. We need a system in which Agency-wide job vacancies are in a clear and timely way made available to any or all employees upon request. We need to consider, too, an automated system for matching the skills of individuals to the requirements of a given position. (In this respect, we should insure that our job descriptions are adequately precise.)

STAT In 1976,  employees applied for 198 of the 241 notices published. Of the 198, 162 were filled, 3 are continuing notices with "open" deadlines, and 33 were not filled because none of the applicants met the requirements of the notice. Although our records for 1973, 1974 and 1975 are incomplete (components were

not recording the information), we estimate that there were about 225 applicants for 56 notices in 1973, 600 for 88 in 1974 and 1300 for 157 in 1975 (excluding those notices for which no one applied). The increasing numbers of employees applying for vacancy notices would seem to imply that the notices are being distributed and brought to the attention of employees by various methods, including bulletin boards. The only other way of providing wider distribution would be to issue notices to all employees or to have them printed with a 1 for 6 distribution. However, because the qualifications required, grade levels, etc. of the notices would not apply to all employees, or even to 1 in 6, such distribution would not be cost effective.

The suggestion that the vacancy notice system be automated has been considered on several occasions with the conclusion that it would not be cost effective. Unless a mandatory requirement is placed on all components to advertise every position before it is filled by any means, the cost of programming and providing readers would seem to be more expensive than the manual system now in effect to publish 200 vacancy notices which are of interest to about one-tenth of the Agency population. There currently exists a system for matching skills of employees with requirements.

The Office of Personnel's automated Qualifications Coding system maintains a record of employee skills, training, education, and experience which can be made available to offices who wish to consider Agency employees to fill their requirements.

The need for components to maintain updated and accurate job descriptions is important and should be stressed.

9. How do we decide on those jobs to be filled by lateral entry in order to meet demands for special skills or to provide for a "leavening" through introduction of outside talent?

The decision of which jobs are best filled, for whatever purpose, by lateral entry is one properly made by the manager. Only the responsible official is in a position to determine the timing and type of lateral entry which will best satisfy the needs of the mission. However, in gross numbers the APP reflects an increasing number of professional personnel entering Agency service at grade GS-12 and above.

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10. Have we made the right decisions with regard to insuring a strong and supported job classification system?

The institution and maintenance of a strong and supported job classification system is the "linch-pin" on which the primary elements of the Agency's career and personnel management system and the pay system operates.

Basic objectives of the job classification system are to:

(a) establish and maintain a position structure that is appropriate to the mission and function of the components making up the Agency's organizational structure;

(b) establish grade levels for positions within the position structure on an impartial and objective basis that are: fair, equitable; generally comparable with positions of similar levels of responsibility both inside and outside the Agency; and cost-effective in terms of personnel services obtained yet sufficiently competitive to sustain the Agency's ability to recruit and retain a highly qualified and competent work force.

The Agency's position classification policies, responsibilities and practices were subjected to in-depth review in CY-1976 with particular study as to comparative effectiveness of decentralization of classification authorities to the Directorates.

On the basis of findings from this survey the DDCI decision in December 1976 was to sustain, strengthen, and support the centralized system administered by the Office of Personnel.



The rationale and considerations bearing on this decision in December 1976 still pertain today, particularly as regards continuing external (OMB, Congressional) scrutiny to assure that appropriate internal Agency managerial controls are maintained to oversee our generally decentralized personnel management system.

The institution of an appropriate appeals mechanism on position classification issues, recently followed in the Agency-wide Supergrade survey, is being incorporated in the current rewrite of Agency regulations on Position Evaluation and will encompass all grade levels.

11. We need to consider deciding on a more active program to separate those consistently ranked in the bottom two or three percent of their career services.

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The thoroughly revised regulations

on Separation, Voluntary and Involuntary were published in March

STATINTL 1977 (issued in May).  specifies a common policy for

identification of employees ranked in the low percentile and provides the procedures to be followed by all Career Services for the implementation of the program. Revised Directorate Personnel Handbooks will also reflect the current changes.

In addition, as a follow-up to FY 77 APP analysis, the Career Services are asked to identify and advise employees who are in the low percentile for two and three consecutive years.

Recommend this one not be studied in EAG. Should be monitored in their own Career Service.

12. We need to consider an "up-or-out" policy under which middle-level grades, say GS-11 to GS-14, would leave early if not promoted in a certain length of time.

STAT The Department of State has followed an "up-or-out" policy for many years. The suicide in 1973 of a Foreign Service Officer [ ] terminated under the policy and subsequent court and union litigation, forced suspension of the policy's application until about two years ago.

The policy has been reactivated in principle but the permissible time in grade periods have been extended to such an extent that few if any separations under the policy are being made.

Under the earlier policy State experienced mixed results and lost many excellent fast track younger officers who were promoted early in their careers but encountered headroom blockages at higher grades that forced their retention in grade beyond permissible time in grade limits resulting in termination. The impact of an "up-or-out" policy <sup>within</sup> ~~written~~ the Agency would be seriously damaging to effectively meeting the day to day and year to year requirements of the Agency which are efficiently handled by fully competent personnel -often specialists- who are "Valuable contributors" yet have leveled out at certain grades and are neither

aspiring nor in competition for higher level responsibilities. In effect, the ability of the Agency to meet its requirements is heavily dependent on retention of this large element of the work force.

Finally, there are legal questions relative to CIA's adoption of such a policy (particularly if discriminated by selected grade levels) which should be explored by OGC.

13. In recognition of growing lack of headroom and opportunity in senior grades (GS-15 to GS-18), we need to rank current incumbents of these grades, and develop criteria for seeking early retirement or other such solutions to the headroom problem.

Recommend that the headroom situation be addressed at the next EAG meeting with the Deputy Directors identifying the existence of any specific problems that they are encountering or anticipate within their Directorate.

Discussion of ranking current GS-15 through GS-18 officers and the development of criteria or considerations relative to encouraging early retirement where appropriate should also be covered.

14. Having agreed in EAG on the 38 jobs we identified as key assignments to be made on Agency-wide considerations, how can we insure that a process to accomplish this is in train?

Procedures have been developed and Directorates have provided the additional information requested by the EAG on the

key assignment jobs. This information is being reviewed by directorates to see if they wish to change their list of nominees. The revised list will be presented to EAG in a mid-July meeting. After selections are approved, OP could monitor the results and present a report to the EAG, perhaps semi-annually, or at least annually.

15. Is the Office of Personnel properly placed in CIA to develop new and creative personnel policy and execute it too?  
Is too much authority for the handling of personnel matters delegated to operating components. Should more authority be invested centrally? Should there be a separation of personnel policy development and personnel actions? Recognizing the growing importance of training in keeping our personnel au courant and professionally competent, should personnel and training responsibilities be combined organizationally to any extent?

Recommend that precedence for consideration be given to several of the other topics proposed and that this specific topic be deferred for consideration in the future.

16. Special Topic

What will be the impact on CIA by February 1980 when the majority of our current supergrade officers will be eligible to retire?

We think that the EAG should recognize that within three years, there may be significant losses of senior personnel. Already

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☐ of the supergrades are eligible to retire (voluntary or involuntary) and many of these will depart after building up their "high three." In succession planning, managers should recognize that many officers in the "successor group" also will be eligible to retire. Accordingly, the PDP effort should receive top management attention to assure that properly qualified successors are available to replace the anticipated losses of senior personnel.